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Award

Strategic Plan And Transformational Change Consultancy Support

NHS Wales Shared Services Partnership-Procurement Services (hosted by Velindre University NHS Trust)

UK5: Transparency notice - Procurement Act 2023 - [view information about notice types](#)

Notice identifier: 2025/S 000-064249

Procurement identifier (OCID): ocds-h6vhtk-05acee ([view related notices](#))

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Scope

Reference

CAV-DIR-(25-26) 116

Description

Cardiff and Vale Health Board NHS Wales is undertaking a critical programme of strategic transformation to shape the future of health and care delivery across the nation. This initiative seeks to develop a cohesive, long-term vision and strategy that addresses the evolving needs of the population, responds to systemic challenges, and ensures sustainable, integrated care models across all regions.

To support this ambition, NHS Wales is engaging with expert partners who bring proven capability in facilitating complex, multi-agency collaboration and system-level change. The scheme focuses on enabling senior leadership across Health Boards and national bodies to co-design and implement strategic solutions that are consistent, scalable, and aligned with the overarching goals of NHS Wales.

This transformation effort is not only about planning for the next decade, it is about building the foundations for a resilient, patient-centred health system that can adapt to future pressures while delivering high-quality care. Strategic facilitation is a key enabler of this work, ensuring that leadership consensus, stakeholder engagement, and evidence-informed decision-making are embedded throughout the process.

Due to the niche expertise required and the need for historical knowledge about the Health Board processes and policies, a decision has been made to publish a Transparency Notice in order to direct award the contract to NAPC SERVICES LIMITED due to absence of suitable alternative and the need for continuity in strategic facilitation in NHS Wales.

NAPC possesses specialist, nationally recognised expertise in facilitating strategic, multi-agency partnerships across health systems. Their proven track record includes direct engagement with Chief Executives from all seven Welsh Health Boards and national bodies such as Public Health Wales, HEIW, DHCW, and NHS Wales Shared Services Partnership. NAPC has played a pivotal role in shaping integrated neighbourhood care models and strategic planning for the future of NHS Wales, to assist in developing a vision and strategy for the next 10 years, having reflected on the challenges and potential solutions for NHS Wales, so that it can transform to meet those challenges. NAPC has also facilitated the Welsh CEO Forum and HEIW leadership workshops, expanding further the knowledge and understanding of how they can drive the changes required to guarantee consistency of approach.

Their deep-rooted involvement in system-level transformation across regions such as Dorset, South Yorkshire, and North Central London, combined with their unique position as trusted mediators and conveners of senior-level consensus, makes them uniquely qualified. This specialist capability is not readily available in the market, justifying a direct award under via Transparency notice under Procurement Act 2023 due to the absence of suitable alternatives and the need for continuity in strategic facilitation in NHS Wales, so that the Health Board's requirement can be delivered at pace.

Legal Basis for Direct Award:

Under the Procurement Act 2023, a direct award via Transparency Notice is justified due to:

Absence of suitable alternatives in the market with equivalent expertise and established relationships.

Need for continuity in strategic facilitation to maintain momentum and consistency across NHS Wales.

Urgency and pace required to deliver the Health Board's strategic objectives effectively.

Contract 1. Strategic Plan And Transformational Change Consultancy Support

Supplier

- NAPC SERVICES LIMITED

Contract value

- £150,000 excluding VAT
- £180,000 including VAT

Above the relevant threshold

Earliest date the contract will be signed

22 October 2025

Contract dates (estimated)

- 23 October 2025 to 22 May 2026
- 7 months

Main procurement category

Services

CPV classifications

- 98000000 - Other community, social and personal services
- 79000000 - Business services: law, marketing, consulting, recruitment, printing and security
- 73000000 - Research and development services and related consultancy services

Contract locations

- UKL22 - Cardiff and Vale of Glamorgan

Participation

Particular suitability

- Small and medium-sized enterprises (SME)
- Voluntary, community and social enterprises (VCSE)

Other information

Description of risks to contract performance

Dependency on Key Personnel:

The success of strategic facilitation relies heavily on the involvement of experienced NAPC facilitators who have established relationships with NHS Wales stakeholders. Any

unavailability or change in key personnel could disrupt continuity and affect the quality of engagement.

Stakeholder Alignment and Engagement:

The contract's effectiveness depends on active participation and alignment among senior leaders across Health Boards and national bodies. Limited engagement or conflicting priorities among stakeholders could hinder progress and dilute the impact of facilitated sessions.

Pace of Delivery:

The requirement to deliver strategic outcomes at pace introduces a risk of compressed timelines, which may affect the depth and quality of facilitation, particularly if unforeseen delays or scheduling conflicts arise.

Evolving Strategic Priorities:

NHS Wales' strategic direction may evolve during the contract period. If priorities shift significantly, there is a risk that the scope of facilitation may no longer fully align with emerging needs, requiring contract modification or additional support.

Contract Modification Constraints:

Only risks explicitly described in this notice can be used to justify future contract modifications. Any unforeseen changes not covered here may limit flexibility in adapting the contract to meet evolving requirements.

Conflicts assessment prepared/revised

Yes

Procedure

Procedure type

Direct award

Direct award justification

Single supplier - technical reasons

NAPC Services Limited offers highly specialised and nationally recognised expertise in facilitating strategic collaboration across complex health systems. Their extensive experience includes direct engagement with Chief Executives from all seven Welsh Health Boards, as well as key national organisations such as Public Health Wales, HEIW, DHCW, and NHS Wales Shared Services Partnership.

NAPC has played a central role in developing integrated neighbourhood care models and supporting long-term strategic planning for NHS Wales, contributing to the creation of a 10-year vision that addresses current challenges and identifies practical solutions for future transformation. Their facilitation of the Welsh CEO Forum and HEIW leadership workshops has further strengthened leadership alignment and strategic coherence across the system.

With a proven track record in leading system-level transformation in regions such as Dorset, South Yorkshire, and North Central London, NAPC brings a unique capability to convene senior stakeholders, build consensus, and drive change. This level of expertise and trusted engagement is not readily available in the market.

Given the need for continuity, pace, and consistency in strategic facilitation, and the absence of suitable alternatives, a direct award is justified under the Procurement Act 2023 via a Transparency Notice.

Supplier

NAPC SERVICES LIMITED

- Public Procurement Organisation Number: PLVZ-7393-MVMQ

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London

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United Kingdom

Email: finance@napc.co.uk

Website: <https://napc.co.uk/>

Region: UKI32 - Westminster

Small or medium-sized enterprise (SME): Yes

Voluntary, community or social enterprise (VCSE): No

Contract 1. Strategic Plan And Transformational Change Consultancy Support

Contracting authority

NHS Wales Shared Services Partnership-Procurement Services (hosted by Velindre University NHS Trust)

- Public Procurement Organisation Number: PXWV-6492-CGMN

4-5 Charnwood Court,

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Website: <http://nwssp.nhs.wales/ourservices/procurement-services/>

Region: UKL22 - Cardiff and Vale of Glamorgan

Organisation type: Public authority - central government

Devolved regulations that apply: Wales